

U.S. Coast Guard International Strategic Guidance



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**Homeland
Security**

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Commandant's Forwarding Letter

International cooperation and partnerships are critical to the U.S. Coast Guard's organizational success. This document is the policy foundation for U.S. Coast Guard international engagement and provides broad direction for all U.S. Coast Guard interaction and cooperation with international entities.

This Coast Guard International Strategic Guidance prioritizes and focuses U.S. Coast Guard international engagement in support of the National Security Strategy, Department of Homeland Security Strategic Plan, the National Strategy for Maritime Security (NSMS), the Coast Guard Strategy for Maritime Security and other critical overarching strategies. It is also aligned with the U.S. Coast Guard core roles of Maritime Safety, Maritime Security, Protection of Natural Resources, Maritime Mobility, National Defense and associated mission areas.

The international implementation plans of the U.S. Coast Guard Programs, Areas and Districts shall draw from the strategic guidance contained in this document. This derived family of plans will form the basis for strategic execution of Coast Guard international engagement activities.

THOMAS H. COLLINS
Admiral, U.S. Coast Guard

Executive Summary

The international strategic guidance contained in this document is based on the premise that the U.S. Coast Guard has a vital role in two primary but inter-related domains--National Security and Homeland Security--and that international partnerships and cooperation are key to U.S. Coast Guard success not only in these two realms, but also in fulfilling the full range of U.S. Coast Guard roles and missions.

This document is based on and supports the foundational directives that govern overarching U.S. Government and Coast Guard strategies. These include the National Security Strategy, the National Strategy for Homeland Security, the National Strategy for Maritime Security (NSMS) of 2005, and other Department of Homeland Security, State and Defense strategies. As such, this document is the policy foundation for exercising the Coast Guard's international engagement activities.

The Coast Guard International Strategic Guidance establishes four strategic objectives that will guide and shape the Coast Guard's international engagement priorities.

- **Strategic Objective 1:** *Build and Leverage Force-Multiplying International Partnerships*
We will strengthen the safety and security of our maritime domain by developing and leveraging force-multiplying international partnerships.
- **Strategic Objective 2:** *Maximize Maritime Domain Awareness*
We will strengthen and leverage international cooperation to achieve maximum transparency in the maritime domain in support of a layered maritime safety and security regime to detect, identify, track and defeat threats to safety, commerce and homeland security.
- **Strategic Objective 3:** *Shape International Regulations and Standards*
We will further Coast Guard maritime safety, security and environmental protection goals through shaping international maritime regulations and standards, and enabling international implementation, inspection and enforcement.
- **Strategic Objective 4:** *Support U.S. National Security, Homeland Security and Foreign Policy*
We will execute our role internationally as a member of the U.S. Armed Forces, an agency of the Homeland Security Department and a unique instrument of U.S. Foreign Policy through the support of U.S. interagency international goals and initiatives where Coast Guard core competencies can be effectively leveraged.

U.S. Coast Guard Programs, Areas and Districts will focus their international engagement activities on achieving the strategic objectives, actions and the regional goals identified in this document and ensure that implementation plans are based on this guidance. Section 2 and Annex B of this document contain guidance on developing measures of effectiveness (MOEs) to assist implementers in assessing whether program plans and individual engagement activities are effectively meeting larger strategic objectives.

1. Strategic Premise

The Coast Guard will establish, improve, sustain, and leverage international cooperation and partnerships to create, promote, and ensure a transparent, safe, secure and environmentally sound maritime domain in support of U.S. Coast Guard missions and national interests.

International cooperation and partnerships are critical to the U.S. Coast Guard's organizational success. Coast Guard international engagement must consist of activities that enable and strengthen international maritime authorities, build international competencies and capabilities, and develop international partnerships that advance U.S. Government and U.S. Coast Guard missions and interests around the world. To effectively advance these interests, we must engage internationally with strategic intent.

The U.S. Coast Guard is a unique instrument of U.S. foreign and defense policy by virtue of its law enforcement, military, maritime, and multi-mission character, as well as its broad statutory authorities, membership in the intelligence community, decentralized command and control structure, and over 200 years of operational sea-going experience.

As various entities around the world increasingly seek the unique talents and core competencies of the U.S. Coast Guard, the guidance contained in this document will provide the framework for prioritizing and focusing our international activities. This Strategic Guidance is the policy foundation for exercising the U.S. Coast Guard's international engagement authorities and provides broad direction for all U.S. Coast Guard interactions and cooperation with international maritime entities.

The international implementation plans of the U.S. Coast Guard Programs and Area Commands shall draw from the guidance contained in this overarching document. District international engagement plans will be developed in accordance with direction from Area Commanders. This family of plans will form the basis for strategic planning and execution of international engagement.

Strategic Context

Secure international waterways are required to counter transnational threats and maintain maritime commerce that sustains global economies. The

National Strategy for Maritime Security (NSMS) states that the safety and economic security of the United States depends substantially upon the secure use of the world's oceans. This security is required to achieve and maintain vibrant maritime commerce and counter threats from terrorists, hostile powers, criminals and other hostile elements. The strategy also emphasizes that all nations benefit from the secure use of the oceans and thus bear a common responsibility for maintaining maritime security by countering threats in this domain. To achieve this end the U.S. Government will promote international efforts that enhance the security of the maritime domain while preserving freedom of that domain for legitimate purposes. We recognize this success cannot be achieved by the U.S. acting unilaterally, but requires a coalition of nations maintaining a strong, united international front.

This U.S. Coast Guard International Strategic Guidance is derived from and supports the National Security Strategy, the National Strategy for Homeland Security, the National Strategy for Maritime Security (NSMS) of 2005 and its eight supporting plans including the Maritime Operational Threat Response (MOTR) Plan, the Department of Homeland Security Strategic Plan, the U.S. Department of State Strategic Plan for Fiscal Years 2004-2009, the Maritime Transportation Security Act of 2002 as well as the Coast Guard's Evergreen Strategy and other applicable macro-level documents such as the Department of Defense's Security Cooperation Guidance and Combatant Commanders' Theater Engagement Strategies.

The international strategic objectives and actions contained in this document directly support the strategic objectives and actions outlined in the NSMS as well as the Coast Guard core roles and missions of Maritime Safety, Maritime Security, Protection of Natural Resources, Maritime Mobility, and National Defense.

Coast Guard International Strategic Objectives and Supporting Actions

A safe, secure and environmentally sound maritime domain is achieved by blending national and international maritime resources to create a comprehensive, integrated effort that addresses all maritime threats and challenges. Success in our own mission areas depends on successful international cooperation and partnership, as the maritime domain is under no single nation's sovereignty. As the National Strategy for Maritime Security states, "*Security of the maritime domain can only be accomplished by seamlessly employing all instruments of national power, as appropriate for prevailing circumstances, in a fully coordinated manner... in concert with other nation-States....*"¹ Towards this end the Coast Guard has established four Strategic Objectives that will guide and shape its international engagement priorities.

- Strategic Objective 1: Build and Leverage Force-Multiplying International Partnerships

We will achieve a safe and secure maritime domain by developing and leveraging force-multiplying international partnerships.

- Strategic Objective 2: Maximize Maritime Domain Awareness

We will strengthen and leverage international cooperation to achieve maximum transparency in the maritime domain in support of a layered maritime safety and security regime to detect, identify, track and defeat threats to safety, commerce and homeland security.

- Strategic Objective 3: Shape International Regulations and Standards

We will further Coast Guard maritime safety, security and environmental protection goals through shaping international maritime regulations and standards, and enabling international implementation, inspection and enforcement.

- Strategic Objective 4: Support U.S. National Security, Homeland Security and Foreign Policy

We will execute our role internationally as a member of the U.S. Armed Forces, an agency of the Homeland Security Department and a unique instrument of U.S. Foreign Policy through the support of U.S. interagency international goals and initiatives where Coast Guard core competencies can be effectively leveraged.

¹ National Strategy for Maritime Security 2005, pg 17

Strategic Objective 1: Build and Leverage Force-Multiplying International Partnerships

We will strengthen the safety and security of our maritime domain by developing and leveraging force-multiplying international partnerships.

Supporting Actions

Action 1: Identify and build strong partnerships with those nations and organizations that can serve as *force multipliers* in advancing U.S. maritime interests.

Action 2: Work collaboratively with the maritime services/designated authorities in those nations that face significant maritime security challenges that may affect the security of the United States to *develop their authorities, capabilities, competencies, and willingness to enforce maritime laws and exercise effective control*, in accordance with international law, *over waters, persons and vessels subject to their jurisdiction*.

Action 3: Build and leverage strong partnerships with those nations and international organizations which can serve as force multipliers and partners *in training and developing the capabilities and competencies of other partner nations' maritime service*.

Action 4: Build force-leveraging partnerships and joint contingency plans with nations with which we share maritime boundaries to improve our collective ability to conduct *maritime operational threat-response activities*,

combat transnational maritime crime and illicit activity, respond to environmental disasters, render aid to distressed persons, enforce applicable laws and regulations, and further regional and U.S. environmental initiatives.

Action 5: Leverage training, technical assistance, Foreign Military Sales (FMS) and Deepwater international sales opportunities to *increase interoperability* with our international partners and *maximize production efficiencies* for the Coast Guard.

Action 6: Effectively manage and fully leverage *Coast Guard Liaison Officers, Maritime Advisors, Coast Guard Attachés and Security Assistance Officers* overseas in nations of vital or significant interest to the U.S. Coast Guard or U.S. Government.

Action 7: Pursue, as necessary, *additional legal authorities for the U.S. Coast Guard* to permit implementation of all Actions in this document, and appropriate purposeful participation in international activities in support of U.S. national interests.

Supported NSMS Strategic Objectives and Strategic Actions

1. Strategic Objective: *Prevent Successful Terrorist Attacks and Criminal or Hostile Acts*
2. Strategic Objective: *Safeguard the Ocean and its Resources*
3. Strategic Action: *Enhance International Cooperation*
4. Strategic Action: *Deploy Layered Security*

Strategic Objective 2: Maximize Maritime Domain Awareness

We will strengthen and leverage international cooperation to achieve maximum transparency in the maritime domain in support of a layered maritime safety and security regime to detect, identify, track and defeat threats to safety, commerce and homeland security.

Supporting Actions

Action 1: *Identify, develop, and implement international standards, arrangements, and agreements, and develop cooperative relationships and information avenues* (classified and unclassified) to enhance situational awareness, including timely visibility of maritime activities and the fusion of relevant information regarding vessels, cargo, crews and passengers in the maritime domain.

Action 2: Develop and expand means for *rapid exchanges among international partners and U.S. Command Centers* to collect and share maritime data, information and intelligence; analyze and interpret the collected material and disseminate appropriate information to decision makers to facilitate the effective execution of all maritime missions.

Supported NSMS Strategic Objectives and Strategic Actions

1. Strategic Objective: *Prevent Successful Terrorist Attacks and Criminal or Hostile Acts*
2. Strategic Objective: *Protect Maritime-Related Population Centers and Critical Infrastructure*
3. Strategic Objective: *Minimize Damage and Expedite Recovery*
4. Strategic Action: *Enhance International Cooperation*
5. Strategic Action: *Maximize Domain Awareness*
6. Strategic Action: *Deploy Layered Security*
7. Strategic Action: *Assure Continuity of the Marine Transportation System*

Strategic Objective 3: Shape International Regulations and Standards

We will further Coast Guard maritime safety, security and environmental protection goals through shaping international maritime regulations and standards, and enabling international implementation, inspection and enforcement.

Supporting Actions

Action 1: Increase the security and safety of international port facilities, ships, and passenger and cargo transport through influencing and developing *international regulations and standards, and exercising leadership in international fora and organizations, such as the International Maritime Organization (IMO).*

Action 2: Promote the *uniform implementation of international regulations and standards* in collaboration with international organizations such as the IMO, World Customs Organization (WCO) and International Labor Organization (ILO) to address global vessel safety and security concerns as well as the natural and living marine resource protection concerns of the U.S.

Action 3: Offer and *conduct maritime assessments, training and consultation to close the global maritime safety, security and environmental protection gaps* and encourage foreign governments, particularly those on port security advisories, to conform to relevant international standards and commit to sustained performance improvement.

Action 4: Effectively manage and fully leverage the *International Port Security Program and Maritime Liaison Officer Program* overseas billets.

Supported NSMS Strategic Objectives and Strategic Actions

1. Strategic Objective: *Prevent Successful Terrorist Attacks and Criminal or Hostile Acts*
2. Strategic Objective: *Protect Maritime-Related Population Centers and Critical Infrastructure*
3. Strategic Objective: *Safeguard the Ocean and its Resources*
4. Strategic Action: *Enhance International Cooperation*
5. Strategic Action: *Maximize Domain Awareness*
6. Strategic Action: *Embed Security into Commercial Practices*
7. Strategic Action: *Deploy Layered Security*

Strategic Objective 4: Support U.S. National Security, Homeland Security and Foreign Policy

We will execute our role internationally as a member of the U.S. Armed Forces, an agency of the Homeland Security Department and a unique instrument of U.S. Foreign Policy through the support of U.S. interagency international goals and initiatives where Coast Guard core competencies can be effectively leveraged.

Supporting Actions

Action 1: Leverage Coast Guard training, technical assistance, and Foreign Military Sales and Leases to build *capabilities, enhance the rule of law and promote regional stability and security* in those nations and regions that face significant maritime security threats that may impact the security of the United States.

Action 2: Support *Department of Defense (DOD) security cooperation and foreign assistance programs*, where Coast Guard core competencies can be leveraged effectively, and provide high-caliber Coast Guard personnel as *Security Assistance Officers, liaison officers and advisors*.

Action 3: Support *Combatant Commanders' (COCOM) Theater Security Cooperation Plans*, theater engagement initiatives, and contingency plan requirements in such a way that promotes the interests of both the Coast Guard and Department of Defense (DOD).

Action 4: Support *Department of State (DOS) security cooperation and foreign assistance programs*, where Coast Guard core competencies can be leveraged effectively,

to include export control assistance, the Proliferation Security Initiative (PSI), mission performance plans (MPPs) and counter-terrorism and counter-narcotics programs.

Action 5: Work collaboratively with other Department of Homeland Security (DHS) components, where Coast Guard core competencies can be leveraged effectively, to implement coordinated border security, container security and other homeland security initiatives and programs.

Action 6: Improve the security of key *straits used for international navigation* by means of regional maritime security regimes and other methods, in conjunction with the Departments of State and Defense.

Action 7: Support national security policy by managing the *disclosure of sensitive, proprietary, and classified information* through an effective foreign disclosure and counterintelligence program.

Supported NSMS Strategic Objectives and Strategic Actions

1. Strategic Objective: *Prevent Successful Terrorist Attacks and Criminal or Hostile Acts*
2. Strategic Objective: *Protect Maritime-Related Population Centers and Critical Infrastructure*
3. Strategic Objective: *Minimize Damage and Expedite Recovery*
4. Strategic Action: *Enhance International Cooperation*
5. Strategic Action: *Maximize Domain Awareness*
6. Strategic Action: *Deploy Layered Security*

2. Implementing the International Strategic Guidance

This international strategic guidance provides the foundation for the Coast Guard's international activities. Headquarters Programs, Areas and Districts will focus their international engagement activities on achieving both the strategic objectives, actions and regional goals identified in this document. This section identifies the tools available for implementing the strategic actions and goals, the possible funding sources for those activities and the roles and responsibilities of the various components of the Coast Guard's International Affairs community.

Tools for Implementation

There are a variety of tools available to assist the implementation of the United States Coast Guard (USCG) international strategic objectives and regional goals. A range of cooperation instruments is listed below. This list is not all-inclusive but encompasses the types of engagement tools that can be leveraged towards these ends.

- *Multilateral and Bilateral Exercises and Operations*
- *Multilateral and Bilateral Agreements*
- *International Training and Technical Assistance*
- *Coordinated Command and Control*
- *Foreign Military Sales*
- *Foreign Assessments*
- *International Standards and Regulations*
- *Foreign Liaison Officers, Attachés, Security Assistance Officers*
- *Multilateral Fora*
- *Personnel and Information Exchanges*
- *Leadership engagement*
- *Maritime staff discussions and exchange of "best practices"*
- *Publications including the Model Maritime Service Code, Model Maritime Operations Guide, and Model Maritime Auxiliary Guide*
- *Industry-sponsored conferences, symposia, and meetings*
- *International Port Security Liaison Officers (IPSLOs)*

Funding Sources for Implementation

Program, Area and District planners should incorporate the international strategies, goals and objectives identified herein into their existing planning processes, plans and programs, and should utilize existing resources to achieve the goals identified in this guidance.

They should also consider and address resource implications in future budget requests.

In addition to USCG appropriated funds, there are numerous other sources of funding for international cooperation activities. More information on the use and methods for accessing these funds is available through G-CI. Among these funds are:

- *International Military Education and Training (IMET)*
- *Traditional Commanders Activities (TCA)*
- *Bureau for International Narcotics and Law Enforcement Affairs (INL)*
- *Bureau of Oceans and International Environmental and Scientific Affairs Initiatives (OESI)*
- *Foreign Military Financing (FMF)*
- *Export Control and Related Border Security Assistance (EXBS)*
- *Cooperative Threat Reduction*
- *Combating Terrorism Readiness Initiative Fund (CTRIF)*
- *Regional Defense Counter-Terrorism Fellowship Program (RDCTFP)*
- *International Financial Institutions (IFI) such as the World Bank, Asian Development Bank and African Development Bank.*
- *International Criminal Investigative Training Assistance Program (ICITAP).*

Coast Guard Roles and Responsibilities

Office of the Commandant, International Affairs (G-CI)

The Director, International Affairs and Foreign Policy Advisor for the Commandant, advises, informs and assists the Commandant on strategies and foreign policy matters to further Coast Guard missions. The Director also advocates for Coast Guard interests in the global maritime community. G-CI is responsible for establishing policy, identifying priorities, and providing overall coordination of a coherent international engagement strategy. In furtherance of these roles G-CI has primary responsibility for liaison with Departmental-level agencies and a secondary responsibility with regard to Combatant Commanders and certain other international organizations and fora.

G-CI will coordinate with appropriate Headquarters and Area offices to ensure that all international activities are

consistent with this guidance and higher level national strategies and direction. G-CI will also ensure that Coast Guard non-operational international activities are coordinated within the interagency arena and ensure that Area Commanders are informed of these activities.

The Coast Guard International Strategic Guidance will continue to be updated to reflect emerging U.S. doctrine and policy. It is the responsibility of the International Affairs staff, in consultation with Area Staffs, Headquarters Programs and the International Affairs International Coordination and Leadership Advisory Group, to further develop and update this guidance and associated regional goals.

Assistant Commandants and Headquarters Staffs

The Assistant Commandants and the Judge Advocate General at Coast Guard Headquarters play a significant role in identifying and directing the international activities that serve to support current or future Coast Guard missions and strategic goals within their subject areas. This document and program-specific international engagement plans and strategies developed by Headquarters Staffs should be complementary and work in concert with one another.

Headquarters Staffs will coordinate their international engagement plans and activities with G-CI to ensure alignment with this document and other Coast Guard and U.S. Government efforts. They will provide input to this document and applicable country/regional guidance, and report back to G-CI on international engagements, outcomes, best practices and lessons learned, as appropriate. Effective communication and coordination among the various HQ Programs and International Affairs is critical to effective international engagement.

All Coast Guard personnel shall be familiar with required procedures for international engagement and with the force protection, antiterrorism, counterintelligence and foreign disclosure aspects of their relationships with foreign entities and personnel.

Office of Maritime and International Law (G-LMI)

Commandant (G-LMI) serves as the principal headquarters-level legal advisor and lead negotiator for all international law matters, including negotiation and implementation of all international agreements and arrangements, participation in international maritime legal fora, interpretation of relevant legal authorities, and

development of Coast Guard legal policy positions with respect to international law and engagement.

Commander, Pacific Area and Commander, Atlantic Area

Area Commanders' vision and active involvement are critical to furthering Coast Guard international objectives. As the senior field operational commanders, they provide the majority of resources employed in support of the strategic guidance in this and other relevant documents. Area Commanders are responsible to assist G-CI in formulating engagement policy and have primary responsibility for developing and implementing engagement plans consistent with that policy. In order to meet this charge, Area Commanders should:

- (a) Team with G-CI and appropriate HQ Program Managers to formulate engagement policy.
- (b) Prepare and implement regional engagement plans that identify objectives, develop and establish measures of effectiveness, and provide mechanisms to report on progress towards these objectives.
- (c) Work with G-CI to develop procedures to coordinate all Coast Guard engagement that occurs within their Area of Responsibility (AOR). This should include coordinating program manager travel and engagement and providing information on Coast Guard international training being conducted in their AOR.
- (d) Maintain primary responsibility for coordination with Combatant Commanders, and secondary responsibility with the Department of State bureaus that engage in their AOR.

Area Staffs responsible for international affairs will develop and execute Area Engagement Plans in accordance with this guidance and coordinate international matters and activities within their areas of responsibility. They will provide input to this and applicable country/regional guidance, and report on international engagements, outcomes, best practices and lessons learned back to Commandant (G-CI), as appropriate.

District Commanders

As directed by Area Commanders, District Commanders will facilitate and enact Commandant and

Area international directives. District Commanders will incorporate Coast Guard international strategies and goals into their country/regional plans, and report on international engagements, best practices and lessons learned in accordance with Area direction. The International Military Student Officers (IMSO) assigned in each District also play a critical role in supporting the Coast Guard's International Training efforts, and are the key link that allows international training participants to successfully complete their training objectives.

Unit International Affairs Officers

Incorporating international guidance at the unit level is essential to achieving global strategic aims. It allows for the tactical integration of international objectives in all Coast Guard mission areas. Units will incorporate the objectives and strategies contained in this document into their international engagement plans, and report on best practices and lessons learned.

Coast Guard Overseas Billets and Liaison Officers

The Coast Guard assigns a variety of personnel overseas in support of its strategic objectives. They include personnel assigned as U.S. Defense Attachés, Military Group (MILGRP) Commanders, Coast Guard Liaison Officers, Security Assistance Officers, International Port Security Liaison Officers, Maritime Liaison Officers, Maritime Advisors and exchange officers. Although many of these positions' primary responsibilities lie with supporting other agencies' missions overseas, all overseas personnel have a responsibility to represent Coast Guard interests. The Coast Guard's importance and ever-increasing involvement in U.S. security cooperation efforts overseas make it imperative that Coast Guard personnel assist in coordinating Coast Guard activities with the agencies to which they are assigned. This can serve both Coast Guard and multiple-agency objectives. For this reason Coast Guard personnel assigned overseas must be well-

acquainted with the Coast Guard's International Strategic Guidance, subordinate regional guidance, and their applicability to the area of the world in which they are assigned.

International Coordination and Leadership Advisory Group

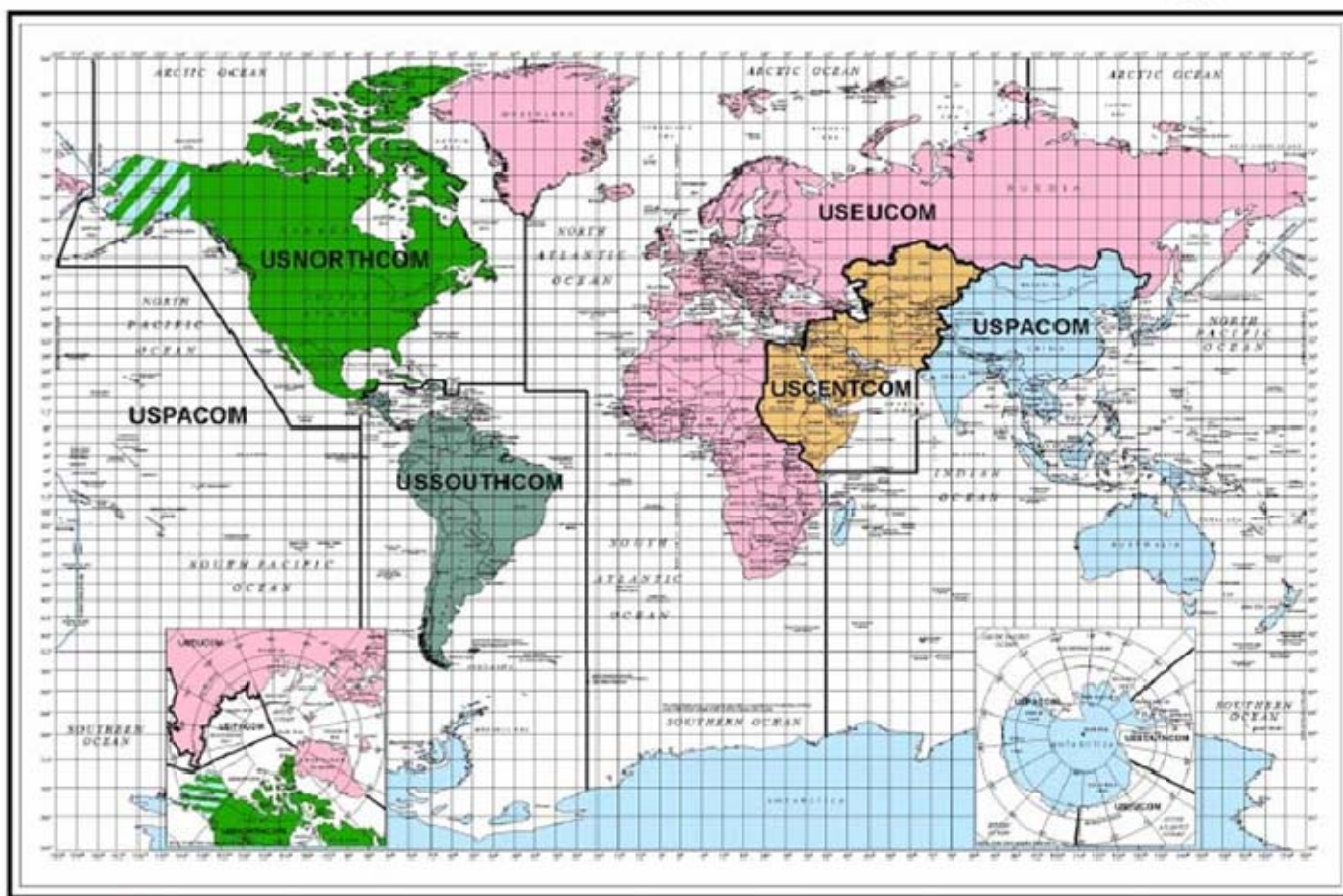
The International Coordination and Leadership Advisory Group (ICLAG) will serve as an advisory body to the Director of International Affairs, Areas, and Assistant Commandants and help coordinate international policy, make recommendations across Program and Area lines, strive for a consistent Coast Guard stance on international issues, and maximize opportunities to further United States Government (U.S. GOVERNMENT (USG))/USCG interests. The International Coordination and Leadership Advisory Group is a working level body with the primary responsibility of facilitating the strategic alignment between policy and Area and Assistant Commandant engagement plans, improving communications and coordination, and preparing recommendations for concurrence between the Areas, Assistant Commandants and G-CI. The Charter of the ICLAG is Annex (A).

Measures of Effectiveness

Measures of Effectiveness (MOEs) are critical to verifying the effectiveness of the activities that take place in support of the International Strategic Guidance. As Area, Program and regional/country plans are developed in support of the strategic objectives contained in this document, MOEs should be developed at each level, and outcome data collected and systematically analyzed such that adjustments to the activities, plans or strategic objectives can be made. Appendix B is a template for determining those measures of effectiveness. Reports on MOEs will be made semiannually at the meeting of the International Coordination and Leadership Advisory Group.

3. Regional Guidance

Although Section 1 of this document contains overarching Strategic Objectives and Actions to guide U.S. Coast Guard engagement globally, the nature of engagement and goals for those activities will appropriately differ from region to region. This section of the International Strategic Guidance outlines region-specific goals for Coast Guard international engagement. In it, the international community is subdivided according to the Department of Defense's regional Combatant Commander's Areas of Responsibility (AOR), namely: the Western Hemisphere (including the AOR of Northern Command and Southern Command); the Pacific (the geographic area assigned to the US Pacific Command), Europe and Africa (European Command AOR), and the Near East and Horn of Africa (those countries associated with the Central Command). In each of these regions, specific Coast Guard international strategic goals are outlined and applicable threats from the NSMS are listed. These goals and threats will serve to guide and prioritize regional international activities.



WESTERN HEMISPHERE

Strategic Context

The U.S. Government shares many common interests and concerns with Latin America, the Caribbean, Mexico and Canada. These Western Hemispheric neighbors are strategically important to the national security and economic vitality of the United States. Our dependency is linked through direct sea lines of communication, a common ecosystem, transnational infrastructure, assets and systems accompanied by an ever-increasing volume of trade and legitimate reciprocal flow of people, goods and services. These demands on our maritime domain overlap in the areas of safety of life at sea, port and waterway security, vessel and passenger safety, depletion of fisheries stocks and natural resources, and protection of the maritime environment. In addition, our mutual prosperity is threatened by international terrorists and organized crime as well as the illicit trafficking of narcotics, people and weapons.

The linkages between narcotics, organized crime, and terrorism are well established. The ability to smuggle narcotics or people into the United States via our maritime borders can be quickly translated into avenues for smuggling more significant threats, including terrorists or weapons of mass destruction, while the money raised through illegal trafficking can be linked to the support of transnational terrorists. Some of our Western Hemisphere neighbors are in armed conflict internally with narco-terrorist elements that threaten their stability. These elements, combined with internal political unrest, threaten the ability of governments to exercise effective control over their own sovereign territories and territorial waters. If left unrestrained, these transnational threats could imperil the well-being and security of the United States.

Latin America and the Caribbean are also large suppliers of oil to the United States, while trade with Latin America is expected to exceed trade with Europe and Japan combined by 2010². The Panama Canal is essential for world trade and U.S. international commerce, with two-thirds of all products transiting the Panama Canal heading for, or coming from the United States.

On the environmental front, the coastal and riverine ecosystems of the region are fragile as result of intensive usage including over-fishing, poor hygiene in shrimp farming, the use of illegal nets and longlines, poor waste management, deforestation and unsustainable agricultural practices, and other forms of resource mismanagement. Further, the environmental protection and pollution response capabilities throughout the region are inadequate. The U.S. has strong political and economic interests in assisting efforts to protect the region's endangered ecosystems because of their interconnectivity with our own North American ecosystems. Healthy marine ecosystems are critical to U.S. strategies to promote economic and food security, social stability, improved human health, disaster and climate change mitigation, and the conservation of the region's biodiversity.

In addition, with adjacent coasts and Exclusive Economic Zones (EEZs), the U.S., Canada, and Mexico have mutually vested interests in maintaining strong cooperative partnerships for the conservation and management of shared, transboundary, and straddling marine resources.

Throughout the region we have formed flexible coalitions with countries that share our interests and have concluded a variety of bilateral and multilateral agreements to promote hemispheric security. These include Maritime Law Enforcement and Interdiction Support Agreements, Search and Rescue Agreements, Bilateral Pollution Response Plans, Proliferation Security Initiative Agreements, Information Exchange Agreements, joint exercises, operations and personnel exchanges.

Partnering with the U.S. Southern and Northern Commands is critical to meeting Coast Guard goals and objectives within the Region. These two Department of Defense entities plan, organize, develop, maintain and execute a series of cooperative initiatives with all the nations within their Areas of Responsibility to create a more secure, stable, and safe hemisphere for all citizens to enjoy.

² A Theater Strategy of Focused Cooperation and Mutual Security 2005, pg 3

The Coast Guard's unique placement within DHS and active relationship with DOS make it a critical tool to assist the implementation of the Combatant Commanders' strategic plans. The Coast Guard's Posse Comitatus role inside the U.S. gives the Coast Guard specific law enforcement skills and authorities; and DOD chooses, as a matter of policy, to have the Coast Guard use those skills to provide assistance and vital capabilities to partner nations. Combining forces, assets and funding in an efficient manner is critical to achieving shared goals within the Western Hemisphere.

U.S. Coast Guard Regional Goals: Western Hemisphere

1. Create, strengthen and leverage bilateral and multilateral operational, informational, and procedural cooperation and partnerships with Canada, Mexico and the Caribbean *to obtain maximum transparency of our maritime borders, ensure the safety and security of our maritime boundaries and adjacent waters, and effectively and collaboratively respond to identified threats.*
2. Create *maritime security regimes* in the region, advocating Maritime Domain Awareness (MDA) as their foundation, *to enable collective protection of the region's maritime transportation system through fostering and facilitating regional cooperation, agreements, and long-term international relationships with our Western Hemispheric neighbors.*
3. Develop *sustainable, standardized, self-sufficient, interoperable international partners* in the region that can identify, intercept, and *disrupt transnational criminal and terrorist operations, to create seamless coverage of the maritime domain to deprive illicit traffickers and terrorists of safe havens, and create a maritime environment that respects and adheres to domestic and international rule of law.*
4. Strengthen the ability of the Caribbean and Latin American coastal states *to render aid to distressed persons and to protect and save property and life at sea* by promoting the competencies, capabilities and

The Coast Guard must assure its Western Hemisphere allies and friends of our commitment to their security as we help them build their capabilities, competencies, and authorities to protect their citizens, enforce their laws, defeat criminal organizations, cut off the supply of contraband, and effectively exert law enforcement and maritime safety and security control over waters subject to their jurisdiction. The U.S. Coast Guard must work collaboratively to promote a truly democratic hemisphere where our cooperation and partnerships advance safety, security, democracy, prosperity, and the rule of law.

professionalism of Search and Rescue (SAR) organizations, improved vessel standards, bilateral and regional cooperation, and adherence to international laws, standards and conventions.

5. Prevent *mass illegal migration* in the Caribbean and eastern Pacific by developing the professional capabilities, competencies and sustainability of coastal and island states' maritime services, including those of Haiti, Dominican Republic, the Bahamas, and Ecuador, and developing agreements and force-multiplying partnerships to expeditiously locate and repatriate migrants found at sea.

6. Strengthen the capabilities of, and work collaboratively with western hemispheric nations to improve our collective *capability to respond to humanitarian and environmental disasters, enforce living marine resource regulations* and further regional and U.S. environmental initiatives.

7. Continue building and fostering strong partnerships with Canada and Mexico to protect and conserve the shared, transboundary and straddling *marine resources* from domestic over-fishing and from foreign incursions. Engage and assist Caribbean States in the development of effective fisheries enforcement regimes and establish cooperative partnerships through fisheries enforcement agreements and arrangements.

8. Work collaboratively with our Western Hemisphere partners and international organizations such as the IMO and Organization of American States (OAS) to *ensure the security of the Panama Canal and foreign ports* with ships, crew, cargo or passengers bound for or from the United States by offering and conducting maritime and port security assessments, training, assistance, and consultation to ensure regional adherence to international maritime security standards.

9. Complete International Port Security Program (IPSP) initial country visits and periodic follow-on visits with all trading partners in the region to understand their antiterrorism measures and work collaboratively to fully implement the International Ship and Port Security (ISPS) Code and related requirements in their ports and waterways.

10. Support Combatant Commands', Department of State and other U.S. Government *security cooperation and foreign assistance programs* where Coast Guard core competencies can be leveraged effectively.

NSMS Threats Applicable to the Western Hemisphere

1. Terrorists
2. Transnational Criminals and Piracy
3. Environmental Destruction and Illegal Seaborne Migration
4. Illegal Drug Importation

THE PACIFIC

Strategic Context

The U.S. has enormous interests at stake in the Pacific region. As the region experiences political and economic transformation that makes it more strategically important, addressing regional maritime threats takes on greater importance. These complex conditions increase the strategic significance of USCG activities in the region, including training and other services the Coast Guard can provide, and the stabilization that our participation can effect.

The Pacific region contains more than 50 percent of earth's surface; nearly 60 percent of the world's population, 43 countries, 20 foreign territories and possessions, 10 U.S. territories, the world's six largest armed forces, and five of the seven worldwide U.S. mutual defense treaties. A much greater percentage of U.S. trade passes through the Pacific than any other region, and one-third of all shipping and half of all shipped oil pass through Southeast Asian waters. Asian economies account for over half of U.S. agricultural exports, and directly or indirectly support millions of American jobs. Economies, trade and investment are growing faster in East Asia than elsewhere in the world. Democratic institutions in the region, where present, are historically recent and in some cases still fragile.

A dramatic increase in Chinese influence in the region, as well as the emergence of new regional institutions, many of which do not include the United States, present important strategic challenges to the United States. There is potential for military conflict on the Korean peninsula, the Taiwan Strait, and between India and Pakistan. Each of those potential conflicts could involve nuclear weapons.

The region has thousands of miles of ungoverned coastlines, islands and seas making it vulnerable to the exploitation of illegal transnational activities including terrorism, piracy, maritime hijacking, and trafficking in humans, drugs, and weapons—including weapons of mass destruction (WMD). There are active and deadly terrorist groups in the Philippines, Indonesia, and Thailand, a fragile truce with insurgents in Sri Lanka, and regional/ethnic disputes in Indonesia. Maritime banditry plagues the Malacca Strait, through which passes one-third of world trade and most of Japan and China's oil. The number of attacks continues to increase in

sophistication, boldness and success. These attacks increasingly threaten the region's vital trade routes. Illegal maritime immigration is rampant as individuals flee poverty and persecution. Finally, over-fishing, including illegal use of high seas drift nets, threatens the region's natural resources.

In spite of these threats, the area is marked by a lack of effective multilateral security arrangements. Individual countries struggle with transnational maritime threats but have been reluctant to form cooperative arrangements with regional partners to confront them. In a region that is substantially maritime, capable coast guards could make decisive contributions against terrorism, piracy, trafficking in drugs and human beings, and environmental degradation. Therein lies opportunity for the U.S. Coast Guard. Pacific Command (PACOM) has articulated a need for specialized "High Demand/Low Density" (HD/LD) units to help develop competent regional coalition partners for counter-terrorism and counter-drug operations. The Coast Guard brings substantial expertise and competence to the table in these areas.

Significant progress towards regional cooperation has been made in recent years through the North Pacific Coast Guard Forum in facilitating cooperation with the Russian Border Guard Service, the Chinese Border Control Department, and the Japanese, Korean, and Canadian coast guards in the areas of high seas driftnet fisheries law enforcement, information sharing, and search and rescue. Similar progress on the maritime safety and maritime domain awareness fronts is being made through the Asia Pacific Heads of Maritime Safety Agencies Forum.

Strong bilateral and multilateral cooperation is also growing with implementation of the International Ship and Port Facility Security (ISPS) Code and cooperation to enhance maritime safety and security is taking place with many of the region's maritime leaders including Australia, New Zealand, Korea and Singapore.

The Pacific Ocean is a vast resource of rich fishery grounds with an expansive area for law enforcement. Key States within the Pacific Command are responsible for a significant amount of the world's fishing efforts.

China alone was the top State for volume of fish caught in all but one of the years from 1993 through 2002.³ Taiwan and Japan are also known to be large “distant water fishing nations” with scores of vessels fishing on the high seas throughout the Pacific. It is in the best interest of the U.S. to develop strong partnerships with these and other key fishery States in the Pacific to ensure that conservation and sustainable management measures are adequately followed and enforced.

There are several nations in the Pacific region with developed or developing maritime Search and Rescue (SAR) capabilities. The SAR mission is important for the Coast Guard and the U.S. Pacific Command in the region for the dual purposes of lifesaving and providing a non-threatening avenue for theater engagement.

³ Food and Agriculture Organization of the United Nations (FAO), “Summary Table 2002 – Capture Production by Principal Producers”, *Yearbook of Fishery Statistics*, 2002.

U.S. Coast Guard Regional Goals: The Pacific

1. Further the development of regional maritime security regimes in the North Pacific and Asia Pacific, advocating Maritime Domain Awareness as their foundation, *to enable collective protection of the region's maritime transportation system.*
2. Leverage regional fora and bilateral relations to *establish information-sharing protocols and arrangements* with and among regional partners to enhance Maritime Domain Awareness and mutually increase maritime mission effectiveness.
3. Strengthen regional cooperation and foreign maritime law enforcement capabilities to *enhance security in the Strait of Malacca, the Lombok Strait, and other key sea-lanes* in support of the National Strategy for Maritime Security (NSMS) and other U.S. GOVERNMENT (USG) regional initiatives.
4. *Reduce high seas drift net fishing in the North Pacific* through cooperative enforcement, as resources allow, with Japanese, Chinese, Korean and Russian maritime law enforcement agencies.
5. Expand effective *law enforcement presence and deterrence efforts against illegal, unreported, and unregulated fishing* on the high seas through the development of new partnerships and enhancement of existing *partnerships with the fisheries law enforcement agencies of key fishery states* within the Pacific region.
6. *Complete International Port Security Program (IPSP) initial country visits and periodic follow-on visits* with all trading partners in the region to better understand their antiterrorism measures, and work collaboratively to fully implement the ISPS Code and related requirements in their ports and waterways.
7. Strengthen the ability of the Pacific region's coastal states to *render aid to distressed persons* and protect and save property and life at sea by encouraging participation in and use of the *Amver system*, promoting volunteer SAR organizations, bilateral and regional cooperation, and adherence to international conventions.
8. Strengthen the ability of the Pacific region's coastal states to preempt, interdict, and/or respond to threats in the Maritime Domain including piracy and terrorism.
9. Work collaboratively with our partners and international organizations such as Asia Pacific Economic Cooperation (APEC) to ensure the security of foreign ports servicing ships, crew, cargo or passengers bound for or from the United States by offering to conduct maritime needs assessments, training, assistance and consultation to ensure regional adherence to international maritime security standards.
10. Support PACOM, DOS and other U.S. Government *security cooperation and foreign assistance programs* where Coast Guard core competencies can be leveraged effectively.

NSMS Threats Applicable to the Pacific Region

1. Nation-States
2. Terrorists
3. Transnational Criminals and Piracy
4. Environmental Destruction and Illegal Seaborne Migration

EUROPE AND AFRICA

Strategic Context

The European Command (EUCOM) area of responsibility covers Europe and Africa, excluding Egypt and the Horn of Africa (CENTCOM) and Madagascar (PACOM), and includes Israel. Though EUCOM covers only 35% of the earth's land, it covers 67% of the world's coastlines.

Western Europe represents a dense concentration of power—economic, military, political, and financial. The National Atlantic Treaty Organization (NATO) forms the security basis for the region and has expanded to include eight new members in Eastern Europe. Eastern Europe has seen a hopeful blossoming of new democracies in Georgia and Ukraine. The Caspian Basin is becoming a major energy source, especially as the Baku-Tbilisi-Ceyhan pipeline comes on-line, bringing oil to a Turkish Mediterranean port (Ceyhan). Potential conflict points remain in Kosovo, Chechnya, Georgia, Moldova, Cyprus, and between Armenia and Azerbaijan. Potential WMD proliferation is a grave concern, especially from the states of the former Soviet Union.

In the Global War on Terror, European and Eurasian nations contributed roughly 25,000 troops to the effort in Iraq, Afghanistan, and elsewhere. To facilitate secure trade, the U.S. and European nations recently agreed on Passenger Name Record data and the Container Security Initiative, and have seized assets of entities and individuals known to support terrorism. European countries have arrested suspected terrorists and toughened antiterror laws. More European countries are reporting lost/stolen passports to Interpol and have strengthened export controls on small arms and light weapons. Africa lacks a multilateral security structure, contains many unstable governments, labors under heavy corruption, and has many actual or potential points of conflict – often ethnic in origin. In African countries, the military is often one of the few organizations that functions at all.

Much of U.S. trade with Africa consists of oil imports from nations along the Gulf of Guinea, which in a few years could supply about a third of U.S. oil imports. Weak infrastructure, porous borders, availability of weapons, poverty, weak leadership, corruption and failed states create environments in Africa receptive to

extremism, safe havens and targets of opportunity for transnational terrorist groups. HIV/AIDS is a disease with catastrophic implications for Africa. It will not only have devastating effects on the population, but will have significant impact on the ability of African military and security forces to conduct defense and security operations.

Key partners/force multipliers for the U.S. Coast Guard in the EUCOM AOR are the United Kingdom, the Netherlands, France and Spain, which are active in high seas fisheries enforcement as well as operations in the Caribbean, Persian Gulf, Malacca Strait and elsewhere. These and other European nations are potentially our principle partners in promoting transparency worldwide and globally linking regional MDA efforts. In Africa the USCG has transferred excess defense articles to several countries and has carried out occasional professional exchanges in support of EUCOM Theater Security Cooperation objectives, some with significant results. The nature of the threats on the African continent and the economic status of developing nations demonstrate the need for the development of coast guard-like capabilities. The U.S. Coast Guard will continue to grow increasingly important for EUCOM as it works to enhance security in African coastal states. EUCOM has articulated an interest in leveraging the U.S. Coast Guard to provide the training and capabilities that are core to Coast Guard operations.

The Coast Guard has strong partnerships for Search and Rescue (SAR) with the UK, Sweden, Norway, and South Africa. It depends on the UK, Norway and France to coordinate responses to distress in the Indian Ocean and the South Atlantic where organic SAR capabilities are otherwise inadequate.

The member States of the European Union (EU) have a long and historically significant stake in fisheries throughout the world. The collaborative power of the EU in securing their fisheries interests, within multilateral and international fora, has substantially influenced the development of fisheries management and enforcement measurements.

The Coast Guard continues to press forward to provide regional leadership in the areas of Maritime and Port Security by active involvement in the International Maritime Organization, other regional maritime fora, and bilateral and multilateral partnerships and agreements.

U.S. Coast Guard Regional Goals: Europe and Africa

1. Work cooperatively with the European Union (EU) to secure access *for complete International Port Security Program (IPSP) initial country visits and periodic follow-on visits* with all trading partners in the region to better understand their antiterrorism measures, and work collaboratively to fully implement the ISPS Code and related requirements in their ports and waterways.
2. Work cooperatively with the European Union (EU) and member States to resolve Long-range Identification and Tracking (LRIT) distances and definitions, and secure *LRIT passage through the IMO* while continuing to promote *participation in Amver* to increase safety at sea.
3. Sustain and pursue additional European *intelligence, air and surface asset support* of law enforcement and maritime security operations in this region as well as the Caribbean and eastern Pacific Ocean.
4. Seek multilateral intelligence and information-sharing relationships with partner nations, where necessary and prudent, and build partnerships to improve *Maritime Domain Awareness in Europe and regions where European nations have influence*.
5. Work collaboratively with regional partners and international organizations such as the EU and G-8 to ensure the security of foreign ports, particularly in Africa, which are servicing ships, crew, cargo, or passengers bound for or from the United States in order to ensure regional adherence to international maritime security standards.
6. Develop new partnerships and enhance existing partnerships with the fisheries law enforcement agencies of key fishery states within the region to promote and expand effective law enforcement and deterrence against illegal, unreported, and unregulated fishing on the high seas.
7. Support the DOS/Canada initiative to use maritime safety as a “confidence building measure” to improve cooperation in North Africa.
8. Support U.S. national security policy by efforts to strengthen coast guards in the *Baltic Sea, Black Sea, and the Gulf of Guinea* to enhance regional stability, port and border security, and to counter the proliferation of WMD, transnational organized crime, terrorism, and illicit weapons transfers.
9. Support EUCOM, DOS and other U.S. Government *security cooperation and foreign assistance programs* where Coast Guard core competencies can be leveraged effectively.

NSMS Threats Applicable to Europe and Africa

1. Nation-States
2. Terrorists
3. Transnational Criminals and Piracy

THE NEAR EAST AND HORN OF AFRICA

Strategic Context

The Central Command area of responsibility includes Kenya, Egypt, Sudan and the Horn of Africa, extends north to Pakistan and Kazakhstan, and includes the Arabian Peninsula: Iraq, Iran, Afghanistan, Jordan, Syria, Lebanon, Tajikistan, Turkmenistan, Uzbekistan and Kyrgyzstan. Israel is within EUCOM's AOR.

CENTCOM's area includes the world's largest known reserves of oil and natural gas. The Persian Gulf region provides 57% of world oil reserves, 27% of world oil production, and 17% of U.S. petroleum imports. Japan buys 78% of its oil there, India 65%, China over 50%, and Europe 35%. CENTCOM also includes the Caspian Basin and its oil reserves; but national ownership of oil and gas from the seabed is disputed, with Russia, Azerbaijan, and Kazakhstan on one side (using the median line principle) and Turkmenistan and Iran on the other (insisting on five equal shares of seabed resources).

CENTCOM includes narrow waterways crucial to commerce but vulnerable to terrorism, piracy or hostile nation-states, notably the straits of Hormuz and Bab el Mandeb, and the Suez Canal. These narrow waterways can be circumvented to some degree by pipelines, but those pipelines too have vulnerable sea-side installations. Examples are the Sumed pipeline linking the Red Sea to the Mediterranean, the Saudi East-West

oil pipeline and the natural gas liquids pipeline between the Persian Gulf and the Red Sea. Finally, there are scores of vulnerable maritime oil installations, including offshore drilling and production rigs, under-sea feeder pipelines, Liquefied Natural Gas (LNG) facilities, storage areas, tanker loading facilities and refineries.

Securing vulnerable maritime passages and installations is the work of navies and coast guards, and therein lies opportunity for the USCG as a unique and non-threatening instrument of law enforcement and U.S. foreign policy. The U.S. has allies and other partners to address these concerns, because threats to these installations and passages, for example the Straits of Hormuz, are a common concern to oil customers (such as the U.S., Japan, China, Europe, and India) and oil suppliers alike.

Real and potential threats are many: Islamic terrorism; piracy; current wars in Iraq and Afghanistan; festering animosity between Iraq and Iran, Israel and neighboring Arab states, Syria and Lebanon, Pakistan and India, Kurdistan and Iran, Iraq, and Turkey, Eritrea and Ethiopia; proliferation of WMD; internal turmoil in many places, including Pakistan, Yemen, and Kyrgyzstan; and the failed state of Somalia. Nearly every country in the CENTCOM AOR is named in this short paragraph on potential points of conflict.

U.S. Coast Guard Regional Goals: The Near East and Horn of Africa

1. *Complete IPSP initial country visits and follow-on visits* with all trading partners in the region to better understand their counter-terrorism measures and work collaboratively to fully implement the ISPS Code and related requirements in their ports and waterways.
2. *Strengthen regional cooperation on maritime law enforcement and maritime security* in the Persian Gulf, Red Sea and Bab el Mandeb Straits and deepen coordination in the region with NATO allies, regional organizations, Japan, and potentially with India and China.
3. Strengthen regional cooperation on *maritime law enforcement and non-proliferation* in the Caspian Sea, with emphasis on Turkmenistan, Kazakhstan, and Russia.
4. Duplicate and export the “Yemen Model” (successful standing up the Yemeni CG) to the other willing partner nations.
5. Support the DOS/Canada initiative to use maritime safety as a “confidence building measure” to improve cooperation in the Middle East and East Africa.
6. Support CENTCOM and DOS *security cooperation and foreign assistance programs* where Coast Guard core competencies can be leveraged effectively.
7. Work collaboratively with our partners and international organizations such as the EU and G-8 to ensure the security of foreign ports, ships, crew, passengers, and cargo bound for the United States through maritime needs assessments, training, assistance, consultation and joint visits.

NSMS Threats Applicable to the Central Command

1. Nation-States
2. Terrorists
3. Transnational Criminals and Piracy

ANNEX A – INTERNATIONAL COORDINATION AND LEADERSHIP ADVISORY GROUP (ICLAG)

LEADERSHIP

The International Coordination and Leadership Advisory Group (ICLAG) is chaired by the Deputy Director, International Affairs and is comprised of senior level (O-6 or civilian equivalent) personnel from the USCG to represent G-P, G-R, G-L, CG-1, G-D, CG-2, CG-X, PACAREA, LANTAREA and G-CI. Additionally, representatives from the Districts and TRACEN Yorktown, CGLO's or other external participants may be invited to attend, if applicable to the agenda.

PURPOSE

To coordinate international policy and engagement, ensure CG-wide consistency on international issues, and maximize USCG opportunities and effectiveness internationally. The forum will advise the Director, International Affairs, and Assistant Commandants and/or Senior Leadership Team, who will forward, as appropriate, recommendations to the Leadership Council for consideration.

THE INTERNATIONAL COORDINATION AND LEADERSHIP ADVISORY GROUP SHALL:

1. Provide a forum to discuss and determine the way forward on issues or opportunities to further the Commandant's International Strategic Objectives and Actions.
2. Identify opportunities to enhance cooperation and efficiency between the various Coast Guard entities engaged internationally.
3. Identify and help identify and remove obstacles and conflicts that impede or hinder Coast Guard effectiveness internationally.
4. Meet one to two times annually. It will provide a report to the Director, International Affairs, who will provide the Leadership Council with input with the Senior Leadership Team.

ANNEX B: Measures of Effectiveness (MOE) Template

The following template serves as an illustrative guide to developing Measures of Effectiveness (MOEs) to gauge the success of programs and activities in furthering the Regional Goals contained in this document. The regional goals have been selected from Section 3, Regional Guidance, and the selected goals and associated MOEs are intended to serve as examples only and should not constrain the development of additional appropriate measures of effectiveness by Area, Program and regional/country planners. MOEs may also be developed to assess the effectiveness of programs and activities against the Strategic Objectives and supporting Actions listed in Section 1 of this document.

When developing MOEs, planners should keep the following guidelines in mind.

- Each MOE should be presented as a statement against which results may be judged.
- The properties that are selected as the basis for MOE should be only those that are essential for achieving the stated objectives.
- An MOE can be stated in either quantitative or qualitative terms, depending upon the nature of the supported Regional Goals, Strategic Objectives or supporting Actions.
- Regional goals, Strategic Objectives, and/or supporting Actions may have multiple associated MOEs.
- MOEs must help stakeholders to recognize success in achieving the desired end state.

Regional Goal	MOE
Western Hemisphere	
1. Create, strengthen and leverage bilateral and multilateral operational, informational, and procedural cooperation and partnerships with Canada, Mexico and the Caribbean <i>to obtain maximum transparency of our maritime borders, ensure the safety and security of our maritime boundaries and adjacent waters, and effectively and collaboratively respond</i> to identified threats.	<p>MOE 1-1: Bilateral, trilateral and other agreements with Canada, Mexico, and Caribbean nations contain provisions specifically addressing transparency of maritime borders, safety and security of shared waters, and respond to identified threats.</p> <p>MOE 1-2: USCG actions taken to strengthen cooperation and partnerships with Canada and Mexico and neighboring Caribbean island nations in the areas of transparency of maritime borders, safety and security of shared waters, and responding to identified threats.</p>
Pacific Area	
2. Leverage regional fora and bilateral relations to <i>establish information-sharing protocols and arrangements</i> with regional partners to produce common operational pictures, and increase Coast Guard maritime mission effectiveness and maritime domain awareness.	<p>MOE 2-1: Information sharing protocols established with regional partners to establish a common operational picture.</p> <p>MOE 2-2: Action plan with milestones to establish a common operational picture focused on Maritime Domain Awareness.</p> <p>MOE 2-3: Establishment of a common operational picture with regional partners increases Coast Guard Maritime Security mission effectiveness.</p>
Europe and Africa	
1. Work cooperatively with the European Union (EU) to secure access of <i>CG International Port Security Assessment (IPSP) teams</i> to conduct assessments of ISPS compliance in EU member states.	<p>MOE 1-1: Agreement governing CG IPSP access to EU member states for the purpose of conducting IPSP compliance assessments.</p> <p>MOE 1-2: Implementing agreements and schedules for assessment visits to EU member states.</p>
The Near East and Horn of Africa	
3. Strengthen regional cooperation on <i>maritime law enforcement and non-proliferation</i> in the Caspian Sea, with emphasis on Azerbaijan, Turkmenistan, Kazakhstan, and Russia.	<p>MOE 3-1: Cooperative agreements on maritime law enforcement and non-proliferations with Caspian Sea littoral states, where such agreements do not exist.</p> <p>MOE 3-2: Assessment and training team visits, focused on maritime law enforcement and non-proliferation issues.</p>